

# EXHIBIT 22

**From:** Kirk Grundahl  
**Sent:** Tuesday, May 9, 2023 5:13 AM  
**To:** Steve Szymanski <[sszymanski@trussbracesolutions.com](mailto:sszymanski@trussbracesolutions.com)>; [danhclearspan@gmail.com](mailto:danhclearspan@gmail.com); Dan Holland <[danh@clearspaninc.com](mailto:danh@clearspaninc.com)>; Keith Hershey <[k hershey@qualtim.com](mailto:k hershey@qualtim.com)>; Suzi Grundahl <[sgrundahl@qualtim.com](mailto:sgrundahl@qualtim.com)>  
**Subject:** Value of the Steve-Dan-Keith-Paragon-DrJ Team - Concepts to Consider

A few thoughts to consider as we continue to think about value and cash needs for business development.

**From:** Kirk Grundahl  
**Sent:** Tuesday, May 9, 2023 7:29 AM  
**To:** Steve Szymanski <[sszymanski@trussbracesolutions.com](mailto:sszymanski@trussbracesolutions.com)>; [danhclearspan@gmail.com](mailto:danhclearspan@gmail.com); Dan Holland <[danh@clearspaninc.com](mailto:danh@clearspaninc.com)>; Keith Hershey <[k hershey@qualtim.com](mailto:k hershey@qualtim.com)>; Suzi Grundahl <[sgrundahl@qualtim.com](mailto:sgrundahl@qualtim.com)>  
**Subject:** Part 2 -- Value of the Steve-Dan-Keith-Paragon-DrJ Team - Concepts to Consider

I put a few numbers onto page 2 for cash generation consideration based on the spreadsheets we created and for consideration as we move forward.

I am going to assume that my numbers are at the low end of value as a starting point given there is value to extract, particularly from the monopolies.

The \$950 may be a bit high but is not a bad place to start.